

# SUMMARY INFORMATION PAGE

## Technical Assistance Programs for Sustainable Communities

### Funding Opportunity Number EPA-OP-OSC-11-01

**Project title and location:** Community Capacity Building for Smart Growth and Sustainable Change

**Applicant name:** Project for Public Spaces  
700 Broadway, 4<sup>th</sup> Floor  
New York, NY 10003  
Ph: 212-620-5660 x 323  
Fax:  
Email: pbrashear@pps.org  
**Project Contact:** Pippa Brashear, Project Manager

**Type of applicant organization:** 501C3 Nonprofit

**Summary budget information:**

amount requested from U.S. EPA: \$962,680 over 5 years (\$195,218 in year 1)

redacted

amount and source of leveraged funds: om the Anne T. and Robert M. Bass Foundation (year 1)

**Proposal Abstract:**

PPS has brought together a team of partner organizations who possesses expertise, experience and time-tested tools covering a range of smart growth and sustainability principles as well as a wealth of community facilitation experience in order to provide this assistance. Through the EPA grant, the PPS team proposes to work with the US EPA to select diverse set of local communities who want to move forward with smart growth and sustainable planning, but who need additional tools and strategies to do so. The assistance will help communities across the U.S. achieve smart growth and sustainability goals through targeted technical assistance from skilled providers through the use of "ready to go" tools.

**DUNS number:** 0705043370000





Steve Davies  
Project For Public Spaces  
700 Broadway 4<sup>th</sup> Floor  
New York, NY

March 30, 2011

Kevin Nelson  
Office of Sustainable Communities  
US Environmental Protection Agency  
1200 Pennsylvania Avenue, NW  
Washington, DC 20460

Dear Mr. Nelson:

We are pleased to submit our proposal for Technical Assistance to Build More Sustainable Communities (EPA-OP-OSC-11-01). While the Project for Public Space will take responsibility for the cooperative agreement with the EPA, we present this proposal on behalf of The Partnership for Livable Transportation Solutions (PLTS). PLTS is a confederation of organizations already self-organized to work with communities on transportation, land use, environmental, and other smart growth and sustainability issues, a co-op of tools and expertise.

In addition to the Project for Public Spaces, the members of this partnership include: the Center for Neighborhood Technology, Reconnecting America, the Walkable and Livable Communities Institute, National Center for Biking and Walking, The Local Government Commission, The National Charrette Institute, the Congress for New Urbanism, the Newport City Renaissance Corporation, and Leigh Lane of the Center for Transportation and the Environment at N.C. State University.

What we bring to the EPA, is a self-organized group of organizations equally committed to public service. We possess extensive experience in agency and community capacity building and public engagement on smart growth and sustainability principles. Our creation was based on recognition of the same need that EPA has recognized in issuing this RFP: supporting communities with the desire and commitment to implement smart growth and sustainable change, needing simply knowledge or capacity to move forward.

Thank you for giving us this opportunity. We look forward to hearing from you.

Sincerely,

Steve Davies  
Senior Vice President



**Application for Federal Assistance SF-424**

**\* 1. Type of Submission:**

- ☐ Preapplication  
☒ Application  
☐ Changed/Corrected Application

**\* 2. Type of Application:**

- ☒ New  
☐ Continuation  
☐ Revision

**\* If Revision, select appropriate letter(s):**

**\* Other (Specify):**

**\* 3. Date Received:**

03/31/2011

**4. Applicant Identifier:**

**5a. Federal Entity Identifier:**

**5b. Federal Award Identifier:**

**State Use Only:**

**6. Date Received by State:**

**7. State Application Identifier:**

**8. APPLICANT INFORMATION:**

**\* a. Legal Name:**

Project for Public Spaces

**\* b. Employer/Taxpayer Identification Number (EIN/TIN):**

13-2808114

**\* c. Organizational DUNS:**

0705043370000

**d. Address:**

**\* Street1:**

700 Broadway 4th Floor

**Street2:**

**\* City:**

New York

**County/Parish:**

**\* State:**

NY: New York

**Province:**

**\* Country:**

USA: UNITED STATES

**\* Zip / Postal Code:**

10003-9536

**e. Organizational Unit:**

**Department Name:**

**Division Name:**

**f. Name and contact information of person to be contacted on matters involving this application:**

**Prefix:**

Ms.

**\* First Name:**

Philippa

**Middle Name:**

Wimberley

**\* Last Name:**

Brashear

**Suffix:**

**Title:**

Project Manager

**Organizational Affiliation:**

Project for Public Spaces

**\* Telephone Number:**

212-620-5660x323

**Fax Number:**

212-620-3821

**\* Email:**

pbrashear@pps.org



**Application for Federal Assistance SF-424**

**\* 9. Type of Applicant 1: Select Applicant Type:**

M: Nonprofit with 501C3 IRS Status (Other than Institution of Higher Education)

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

\* Other (specify):

**\* 10. Name of Federal Agency:**

Environmental Protection Agency

**11. Catalog of Federal Domestic Assistance Number:**

66.611

CFDA Title:

Environmental Policy and Innovation Grants

**\* 12. Funding Opportunity Number:**

EPA-OP-OSC-11-01

\* Title:

Technical Assistance to Build More Sustainable Communities

**13. Competition Identification Number:**

Title:

**14. Areas Affected by Project (Cities, Counties, States, etc.):**

Add Attachment

Delete Attachment

View Attachment

**\* 15. Descriptive Title of Applicant's Project:**

Community Capacity Building for Smart Growth and Sustainable Change

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments



**Application for Federal Assistance SF-424****16. Congressional Districts Of:**\* a. Applicant b. Program/Project 

Attach an additional list of Program/Project Congressional Districts if needed.

**Add Attachment****Delete Attachment****View Attachment****17. Proposed Project:**\* a. Start Date: \* b. End Date: **18. Estimated Funding (\$):**

* a. Federal	<input type="text" value="962,680.00"/>
* b. Applicant	<input type="text"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text"/>

*Redacted***\* 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- ☐ a. This application was made available to the State under the Executive Order 12372 Process for review on
- ☐ b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- ☒ c. Program is not covered by E.O. 12372.

**\* 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**☐ Yes ☒ No

If "Yes", provide explanation and attach

**Add Attachment****Delete Attachment****View Attachment**

**21. \*By signing this application, I certify (1) to the statements contained in the list of certifications\*\* and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances\*\* and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)**

☒ \*\* I AGREE

\*\* The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

**Authorized Representative:**

Prefix:  \* First Name:

Middle Name:

\* Last Name:

Suffix:

\* Title: \* Telephone Number:  Fax Number: \* Email: \* Signature of Authorized Representative:  \* Date Signed:







# PROJECT DESCRIPTION

## Our Approach

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This proposal demonstrates how the PPS team will assist the USEPA to help communities across the U.S. achieve smart growth and sustainability goals. Our approach places a high priority on protecting the environment, improving public health, facilitating job, creation, and improving overall quality of life. Successful realization of smart growth and sustainability goals through the use of the tools presented here, will meet EPA missions of reducing air and water pollution among numerous additional community benefits. This can only be achieved if EPA technical assistance helps the communities engaged through the project articulate how the needed technical assistance fits within their local goals and community vision. Then, the subject matter expertise can build local capacity and momentum to achieve those goals. Breaking down professional and agency silos that can inhibit smart and sustainable development will be an important outcome.

Our proposed approach can be summarized by describing our team as an extension of EPA staff. Many of us are former government employees and understand the time and resource pressures on public agencies. We therefore have self-organized the wide range of skills and knowledge that we collectively possess, to relieve the time and resource pressure on EPA staff on the community selection process as well as the delivery of technical assistance. We will not divvy up this contract to achieve individual contractor goals; we will focus on the client and ensure that the right expertise is delivered to the right community at the right time in the right way.

Our team possesses expertise and experience covering a wide range of smart growth and sustainability principles. All of this has been developed via collaboration with customers and communities, leading to a wealth of community facilitation experience, programs, applications and tools. Our approach is to help our customers (the recipients of the technical assistance) build a foundation and increase their ability and capacity to build on and expand that foundation. We will leave replicable tools behind to identify barriers and opportunities; set goals; develop policies; and identify, prioritize and implement projects that support smart growth and sustainable development. These fundamental components of our approach will guide all aspects of our proposal.

## Our Team

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While the Project for Public Space will take responsibility for the cooperative agreement with the EPA, this proposal is presented by The Partnership for Livable Transportation Solutions (PLTS). PLTS is a confederation of organizations already self-organized to work with communities on transportation, land use, environmental, and other smart growth and sustainability issues, a co-op of tools and expertise.

PLTS came together for the explicit purpose of consolidating, coordinating, and clarifying our individual initiatives and community tools for smart growth and sustainable development. Our goal is to improve the access that communities have to these tools, information, and expertise. While the partnership has coalesced around the issue of transportation, each partner has extensive experience in a wide range of smart growth and sustainability principles.

Currently there is an abundance of guidance on smart growth and sustainability. If there is any shortage, it is in helping communities to selectively choose tools to meet their needs, or to prioritize among various needs and potential solutions. The resulting confusion can be intimidating, and lead to delays in taking action or to investing precious public dollars in solutions ill-adapted to the community in question. PLTS addresses this issue, by coordinating a wide number of these resources and experts, and becoming a user friendly interface, guiding end users such as communities through the existing resources, and connecting them with public minded resource providers as needed who can provide assistance quickly and inexpensively.



The members of this partnership are: Project for Public Spaces ([www.pps.org](http://www.pps.org)), the Center for Neighborhood Technology ([www.cnt.org](http://www.cnt.org)), Reconnecting America (<http://www.reconnectingamerica.org/>), the Walkable and Livable Communities Institute ([www.walklive.org](http://www.walklive.org)), National Center for Biking & Walking (<http://www.bike-walk.org/>), The Local Government Commission (<http://www.lgc.org/>), The National Charrette Institute (<http://www.charretteinstitute.org/>), the Congress for New Urbanism (<http://www.cnu.org/>), Paul Dreher of the Newport City Renaissance Corporation, the Surface Transportation Policy Project ([www.transact.org](http://www.transact.org)), and Leigh Lane of the Center for Transportation and the Environment (CTE) at N.C. State University.

We do not propose to engage all of the organizations on every intervention. There will be no predetermined format or quota for allocation of budget. Rather, we will work with EPA to select communities, and then deploy one to four members to each locale once we determine the right fit. This is outlined in the sections on our selection and assistance processes. Profiles of each organization, the qualifications of their staff who will participate in this project and their experience with delivering tools and technical assistance are included in the supplemental information.

## Our Tools

This section provides an overview of the partnership's tools; most of these fundamentally require active involvement with the local partner. Most are deployed individually or in combination via charrettes, workshops and other onsite assistance; some are online tools that can be used independently or in conjunction with on-site trainings. We also offer offsite mentoring webinars, conference calls, small group coaching or team building sessions. The next section describes how the tools will be selected in conjunction with the host community based on its needs and the amount of on-site time available. The table at the end of this section provides an overview of key characteristics of the tools.

**Place Audit / Street Audit (PPS):** The Place Audit (<http://www.pps.org/articles/grplacefeat/>) is an interactive exercise for working with the public or groups of agencies where citizens, in facilitated groups of 6-10, observe a place in the field and use the place evaluation form to diagnose its performance based on four attribute types: access and linkages, uses and activities, comfort and image, and sociability. Later, participants describe problems, ideas for potential solutions, and opportunities for improvement. The place audit is deployed as a 3-4 hour on-site facilitated community workshop. The Street Audit (<http://www.pps.org/articles/the-placemakers-guide-to-transportation-street-audit/>) is a variation of the Place Audit focused around streets. **Next Steps/Outcomes:** This leads to a community-generated framing of the issues and short term, mid-term and long term suggestions for improving the place. It draws agencies and consultants into a grassroots process. This helps with team building and creates a sense of community and a sense of confidence that the community can in fact make itself a better place. **Past Implementation:** PPS has successfully used the Place Audit for 25 years and Street audits for ten years in hundreds of communities around the US and internationally. Examples of recent deployment include Brunswick, ME; Tupelo MS; Houston, TX; and Tempe, AZ.

**PlaceMap / Power of Ten Exercise (PPS):** The Power of Ten exercise is a spatial self diagnostic tool for a community to assess what and where its assets and liabilities are, and what is missing and needed to help make it a better place to live in and visit. This is achieved through a combination of presentations, small group work, mapping, and group conversation. The process of classifying these places helps local residents think through the importance of creating substantive physical and social connections among existing spaces, the strategic creation of new places, and the energy that can be generated through creating a network of destinations. (<http://www.pps.org/articles/the-power-of-10/>). The PPS PlaceMap is a digital community mapping tool which extends the reach of the Power of 10 exercise via online engagement. Using Placemap, local stakeholders can be engaged prior to and after onsite collaboration. In cases where local stakeholders are new to online channels of communication PPS can also advise and train local stakeholders and staff. **Next Steps/Outcomes:** The exercise produces a community-generated map of "great" and "poor" places in the neighborhood / community representing much wider input than is generally accessed in a traditional community meeting. This initiates individual and group engagement in the identification of priority places from which to build from and where improvements need to be made. **Past Implementation:** The Power of 10 has been used in hundreds of communities across the country.



The digital PlaceMap, developed in 2010, has so far been used in Brunswick, ME, Tupelo, Ms, and Baltimore, MD (<http://pps.org/placemap/baltimore/>).

**Green Infrastructure Valuation Guide and Green Values® National Stormwater Management Calculator (CNT):** The Guide (formal title: The Value of Green Infrastructure: A Guide to Recognizing Its Economic, Social and Environmental Benefits; see <http://www.cnt.org/repository/gi-values-guide.pdf>) distills key considerations involved in assessing the economic merits of green infrastructure (GI) practices. It assists decision-makers in evaluating options for water management and deciding how, where, and when to incorporate GI in development and redevelopment. The tool is available free online and is designed for users to follow step-by-step instructions as they go. The National Green Values® Calculator (see <http://greenvalues.cnt.org>) is a valuable stand-alone or companion tool that allows users to quickly compare the performance, costs, and benefits of GI to conventional stormwater practices. It takes users through a step-by-step process ending in selection of a stormwater runoff volume reduction goal and a range of GI Best Management Practices (BMPs). The result is development of a site plan that cost-effectively meets the necessary runoff volume reduction goal. This tool demonstrates in lay-person terms the performance results of GI, provides planning-level capital cost estimates and comparisons with conventional solutions, and serves as an outreach tool to encourage users to experiment with different potential stormwater management scenarios. **Next Steps/Outcomes:** The Guide helps communities already committed to green infrastructure make specific selections and demonstrate the long term cost savings and benefits of those selections. The Calculator helps planners, engineers and municipal staff involved in plan review to become more familiar with the benefits and cost impacts of green infrastructure to enable informed discussion with developers regarding green infrastructure policies. **Past Implementation:** The Guide was released in December 2010, and the extent of its use is currently being assessed. The original Green Values® Calculator was developed in 2004; the current version has been available since 2009. The tool is free and readily available on-line, and is widely recommended by the U.S. EPA. A city-specific GVC was developed for the new City of Chicago Stormwater Management Ordinance implementation.

**Housing and Transportation Affordability Index (CNT):** The H+T Index (see <http://htaindex.cnt.org/>) documents the transportation costs associated with a home's location for 337 U.S. metropolitan areas. H+T prices the tradeoffs between housing and transportation costs that buyers and renters make when choosing where to live, thereby adding a level of transparency to housing transactions that has not previously existed. The index relies largely on U.S. census data. Its value is in helping citizens and community leaders better understand the economic tradeoffs between different development patterns. Examples of outputs include household cost data at the Census block group level; household vehicle miles traveled estimates; access to transit, proximity to jobs, and household greenhouse gas emissions from driving. Using the public-facing website, users can create their own H+T maps and custom comparisons of variables; many more applications are possible by obtaining a full dataset. **Next Steps/Outcomes:** H+T data and maps help communities make informed choices and set development goals that are more likely to reduce the combined cost of housing and transportation, averting the default propensity in many places to encourage development that focuses solely on reducing housing costs. **Past Implementation:** The H+T Index has been in use since 2006. The current dataset covers 337 U.S. metropolitan areas (80% of the U.S. population); and will be broadened during 2011 to include micropolitan areas. The Metropolitan Transportation Commission (MTC) in the San Francisco Bay Area, the Southern California Association of Governments (SCAG), the Metropolitan Washington Council of Governments (WashCOG), the Chicago Metropolitan Agency for Planning (CMAP) and the City of El Paso, TX, have all adopted goals or policies related to sustainable development using the H+T Index.

**Transopoly (CNT):** TransopolySM, Neighborhood TransopolySM and E-TransopolySM ([transopoly.cnt.org](http://transopoly.cnt.org)) are a suite of public involvement tools for helping the public understand the relationships between transportation and land use planning. Each takes the form of a game that encourages consensus by having a group of participants collectively decide on the transportation infrastructure improvements to purchase, requiring participants to make fiscally prudent choices within a long-range vision for transportation planning. The process results in a permanent document based on agreements reached. **Next Steps/Outcomes:** The follow-up report, including recommendations and actions to be taken, has been used by attendees to advocate for change in their communities. The individual reports can be melded into a regional report and given to the MPO at the time. **Past Implementation:** Transopoly was originally used by CNT as a public participation tool to develop an alternative



regional transportation plan to the one developed by the local MPO, the Chicago Area Transportation Study (CATS). Subsequently, CATS used Transopolis for the 2020 Long Range Transportation Plan.

**National Transit-Oriented Development Database (CNT/RA):** The Center for Transit-Oriented Development's TOD Database (see <http://toddata.cnt.org/>) provides users free web-based access to data on every existing and proposed fixed-guideway transit station area in the U.S. (as of December 2010). Users can create database reports to conduct peer transit agency research in other regions to benchmark performance. Reports on car ownership, journey to work and demographics can support parking and transportation demand management (TDM) strategies for new developments. The database can also be helpful for systems analysis, ridership data gathering and cost efficiency studies and to assess origin and destination commute patterns within a specific transit zone or corridor. Reports can be downloaded in both Microsoft Word and Excel formats. **Next Steps/Outcomes:** Station area profiles can be used to market development opportunities to potential developers, identify and evaluate sites for redevelopment potential and create typologies to enhance TOD strategy and site targeting. These profiles can also be used to evaluate sites for multi-modal and alternative transportation access including bicycling and walking. **Past Implementation:** Originally created in 2003-4, using the 2003 National Transportation Atlas Database (NTAD), the TOD database was the primary source of information for the first ever national TOD market study, conducted by the Center for TOD and reported on in *Hidden in Plain Sight: Capturing the Demand for Housing Near Transit (HIPS)*, in 2004. The public online mapping website was launched in 2010.

**Transit-Oriented Development Implementation Typology (RA):** Developing a Transit-Oriented Development (TOD) Implementation Typology provides cities, transit agencies and MPOs with an organized set of strategies that can be used to realize the potential of transit-oriented development. The TOD typology provides a means of classifying and differentiating the many transit rich places by grouping these areas based on key shared characteristics at both the corridor and the regional scales. Typologies have seen a variety of uses in different regions, but they are almost always used to communicate and assist with complex decisions about TOD, identify priority areas for investment, and assess the types of policies and incentives necessary to realize a corridor- or region-wide vision for TOD. This approach to TOD recognizes that there are limited resources and investments throughout a corridor or region that cannot be made simultaneously. **Next Steps/Outcomes:** This tool helps communities clearly articulate the expectations and objectives of investments in TOD so that all stakeholders, from private developers to community members to policymakers, can have a clearer understanding of the outcomes and process of TOD. **Past Implementation:** Reconnecting America has successfully developed implementation typologies for the West Corridor in Denver; the Portland, Oregon MPO, Metro; the Central Maryland Transportation Alliance in Baltimore; and the Twin Cities.

**Mixed-income/equitable TOD Action Guide (RA):** The Mixed-Income TOD Action Guide (<http://www.mitod.org/>) is an on-line tool for local jurisdictions working to foster mixed-income transit-oriented development (TOD) around planned transit stations. The term "mixed-income TOD" (MITOD) is shorthand to describe a set of goals that includes the provision of a mix of housing choices, affordable to a range of incomes, for people at different stages of life within a specific transit station area. The guide helps practitioners identify the most appropriate and effective planning tools for achieving MITOD in their station area, and to facilitate the development of mixed-income communities across the system. MITOD provides a hands-on, interactive process that lays out the steps to take in planning for and implementing mixed-income TOD. It can be taught in a workshop session or via a webinar. Ideally, it is used in conjunction with transit- or TOD-related tools to address challenges in achieving equitable TOD. **Next Steps/Outcomes:** The MITOD Plan provides the process, methodology, tools, strategies, and case studies in an easy to follow format. The next steps for the user are to work with the participants to devise a strategy, with clear roles and responsibilities, for implementing mixed-income TOD in their communities. This adapts the plan to the particular context. The ultimate goal is to help jurisdictions start a MITOD inclusive planning process in their jurisdiction and help stakeholders be better equipped to know the right questions to ask, where to find the answers, and what tools and strategies might be available to address their community needs. **Past Implementation:** The MITOD Tool was originally conceived for several organizations in the San Francisco Bay Area in 2008 to assist them with the planning and implementation of mixed-income TOD in the region. At the request of the Federal Transit Administration (FTA) and



the Department of Housing and Urban Development (HUD), the Bay Area guide was expanded for a national audience. Since being launched in March, 2010, the MITOD website has had over 9,400 visits.

**Civic Engagement for Walkable, Livable Communities (WALC):** Civic Engagement for Walkable, Livable Communities provides training and materials to guide communities in the creation of civic engagement plans to involve the public in meaningful ways in town-making efforts. WALC has developed a Communications Planning & Civic Engagement Guide, a graphically rich, detailed short guide (approximately 20 pages) that includes a Resource Appendix with best practices for planning, conducting and evaluating effective civic engagement processes, a walkability checklist, and an evaluation toolbox. These template materials and curriculum are tailored to each community and are provided to participants during a one-day training course. The training course includes best practices for communications planning and civic engagement related to walkability and livability, a walking audit in the community, a partnership-building exercise, and concludes with a roundtable discussion on takeaway messages and next steps. **Next Steps/Outcomes:** Participants will be prepared to identify appropriate goals for civic engagement efforts, identify target audiences, develop strategies and key messages that will resonate with target audiences, conduct media outreach, employ traditional and non-traditional communications tools, conduct engaging walkability audits, and evaluate and adjust efforts. **Past Implementation:** Although this is, in its current form, a new tool, the components of the tool have been used and refined by members of the WALC Institute over more than 20 years. Places where these components have been implemented include: Active Living Workshop in Orange Beach and Gulf Shores, Alabama; Community workshops and outreach events for the Healthways - Blue Zones Vitality City in Manhattan Beach, Hermosa Beach and Redondo Beach, California; Community outreach strategies for a road diet project in Carolina Beach, North Carolina; Community education and encouragement for a city-wide Safe Routes to School program in Casper, Wyoming; the Facilitator's Guide for Active Living Workshops for AARP Livable Communities.

**Walk Audit / Workshop (WALC, NCBW, PPS):** WALC, NCBW, and PPS use walk audits to assess the walkability of a street, neighborhood, or entire community. The walk audit inventories and measures the quality and effectiveness of the built environment for people on foot, bike or other mode of active transport. Walk audits are part of the workshops. Each workshop runs between four and six hours and includes an educational presentation on walkability, the walk audit at a pre-determined location in the community, a partnership-building exercise, a short design session, and the establishment of a working group. **Next Steps/Outcomes:** The outcomes of the workshop include creation of a shared understanding amongst practitioners and community leaders of effective strategies to create environments that support active transportation, walking, biking and livability. It teaches effective ways to phase improvements that foster sustainability. The next steps typically include recommendations ranging from updating specific policies to supporting active transportation to specific design improvements to roadways, but generally focus on issues of immediate concern and short-term opportunity including accruing environmental and economic benefits. Actions are undertaken by the working group established at the workshop (and appropriate agencies). **Past Implementation:** WALC staff have been delivering versions of the workshop for over 20 years, including the following examples: Redondo Beach, California (urban); Sault Ste. Marie and other Upper Peninsula communities, Michigan (tribal); Summit County, Colorado (high-alpine rural and resort towns); Cool Cities Initiative in more than 40 communities in Michigan (contexts ranged from rural to urban, and multi-jurisdictional); Weld County, Colorado (agricultural and rural); and Clearwater, Florida (neighborhood). NCBW has been using their tool for 8 years and have administered it in 100+ neighborhoods and communities for approximately 30 Metropolitan Planning Organization, and state and local DOTs. NCBW workshop locations include: Los Angeles, CA; Medford, OR; Minneapolis and St. Paul, MN; Cincinnati, Dayton, Cleveland, OH; LaCrosse, WI; Louisville, KY; Lewiston-Auburn, ME; multiple locations in NJ; Fayetteville, NC; Columbia, SC; Atlanta, GE. PPS developed their Walk-it audit for the FTA and piloted it in two communities in Los Angeles and New York in 2010 as part of the development of a suite of tools for public engagement in planning in transit-dependant communities.

**Safe Routes to School workshop:** NCBW's Safe Routes to School (SRTS) Workshops provides flexible and comprehensive technical assistance to elementary and middle schools to improve the safety and desirability of walking and bicycling. A typical workshop includes: (1) a walking audit of the site, with observation of student arrival/dismissal; (2) stakeholder interviews (students, community members, school personnel, crossing guards/law enforcement, etc.); and (3) a community workshop with a presentation on best practices, a facilitated discussion



of barriers to walking/bicycling, and a consensus on next steps. Students are an integral part of the process. NCBW employs a variety of tools and templates to support and shape a school's Next Steps: Clients interested in documenting infrastructure barriers in a school's walk shed may use the NCBW's Streets and Intersections audit tool; well-organized clients may use a school travel plan template developed by NCBW; and clients that desire a guided and comprehensive SRTS approach to get started may use the Active Community Schools (ACS) Workbook. The ACS Workbook is capable of supporting efforts as simple as developing a bicycle rodeo, to efforts as complex as school siting decisions. The tool is downloadable from the Active Living Resource Center at <http://www.activelivingresources.org/roadmap2.php> Next Steps/Outcomes: At the conclusion of the SRTS workshop, each school has an action plan and working group (or several groups) for addressing urgent safety concerns. Additionally, programs, policies, and infrastructure improvements may be suggested in any or all of the following focus areas: education, engineering, enforcement, encouragement, and evaluation. The workshops seek to institutionalize change and create models for broad scale replication throughout the municipality or school district. Past Implementation: The workshop has been used in over 15 communities and more than 40 elementary and middle schools including in Chicago, IL in urban, low resource communities; New Jersey (Trenton, Camden, Newark, Garfield, Wharton) in urban, low resource communities; Huntsville and Mobile, AL in low-density, urban, low resource communities; and Carver and Dakota counties, MN in rural/small town schools, and suburban schools. In 2007, NCBW used the tool with the city of Garfield NJ to develop a Safe Routes to School program. The Garfield case study is available at <http://www.activelivingresources.org/garfield.php>.

**Bicycle Master Plan Roadmap (NCBW):** This tool guides a community through the three phases of Bicycle Master Plan (BMP) development: 1) developing stakeholder buy-in, goals, and staff capacity; 2) developing the plan; and 3) implementing and evaluating the plan. The tool can be introduced in a variety of media: facilitated introductory workshops, a stakeholder work session, or an online training/webinar. The tool is written in easy-to-understand language with prescriptive steps. The tool guides the user through the process of creating a bicycle master plan, beginning with inception, and concluding with the implementation of said plan. The resource document is publically available on an NCBW website. Specialized materials can be developed for the tool but they are not required. **Next Steps/Outcomes:** The product of this tool is a bicycle master plan with broad local buy-in from stakeholders. The communities that have bicycle master plans add infrastructure and generally education and encouragement programs that lead to bicycle trips that replace car trips, decrease VMTs, improve air quality, connectivity and quality of life. **Past Implementation:** The document has been publically available on an NCBW website for three years; users have not been tracked.

**Community Image Survey (CIS) (LGC):** The Community Image Survey (CIS) is a tool for educating and involving community members in land use planning and urban design by using images rather than words to describe planning and community design alternatives. Up to 60 images of contrasting elements of the built environment — streets, houses, stores, office buildings, parks, open space, key civic features, etc. are presented at a public workshop or meeting, and community members are given a few seconds to rate each of the images based on how much they like or dislike the image. This process continues with results being used to facilitate an interactive and educational discussion between residents and professionals to develop a better understanding of resident's preferences and concerns. The onsite team can train local staff or volunteers in two hours on how to administer the survey and discussion so that the CIS can continue to be administered at other meetings/events after the initial training. **Next Steps/Outcomes:** The CIS can build political will for implementing Smart Growth strategies by demonstrating constituents' support for sustainable and walkable forms of development. It is also a valuable tool for directing the form, scale, and aesthetic of smart growth and sustainability improvements in the community. **Past Implementation:** The CIS has been used at the regional scale in Southern California and the San Joaquin Valley of California. At the subregional scale, it has been used in Nevada County, CA (rural context). It has been used at the jurisdiction-wide scale in the cities of San Leandro, CA (urban); Southgate, CA (urban); Lincoln, CA, Watsonville, CA, (small town and suburban); Auburn, CA and Willits, CA (small town). It has also been used at the neighborhood or district level for a Downtown Specific Plan in Bakersfield, CA.

**Design Mini-Charrette (LGC or NCI):** This is an interactive, intensive, one- to two-day public engagement process that can be administered by the LGC or the NCI through which a 3-4 person Design Team works with local residents to craft a Smart Growth/Sustainable Development vision for the future of the community along



with illustrative specific recommendations for a town center or neighborhood. The Mini-Charrette consists of the following activities: (1) A Visioning Exercise in which participants write on an index card what they would like their community to look like in 20 years. (2) A Values Exercise in which each participant writes 5 words on separate notes stating why they value their community and then group their notes next to notes of a like value. This fosters recognition that most hold many values in common with their neighbors. (3) A 30-40 minute graphically rich presentation that illustrates some of the basic principles of Smart Growth/Livable Communities and shows examples of similar communities that have implemented changes. (4) A 60-minute Design Exercise during which participants, in groups of 6-8, are given large aerial photos of the focus neighborhood and are asked to discuss with their neighbors changes they would like to see, and then to write or draw these on the maps or plans. After about 45 minutes each table presents their ideas/concerns. (5) A closing Prioritization Exercise with residents. (6) A presentation by Design Team members (later in the day or on the following day), of recommendations (based on the Design Exercise) through drawings, plans, graphics and photo simulations. The facilitator or local assistant records the results. The responses during the exercises and material produced by the Design Team are used as the basis for a written and map-based vision plan for the area. **Next Steps/Outcomes:** Local jurisdictions typically will use the Design Table ideas, prioritization and Design Team recommendations to identify changes to the focus area. These can be in the form of changes to planning and zoning documents or to capital projects and can serve as models for other parts of the community. The active participation of residents in the process also makes local elected officials and staff more comfortable in implementing these ideas. **Past Implementation:** The tool was first developed by the LGC with Dan Burden (WALC) in 1999 and 2000. It also mirrors the Hands-on Workshop taught to SCI staff by NCI, 2010 fall. It has been used in over 50 communities across the US. In the last year it was used by LGC to develop a plan for the downtown in the City of Delano, CA; to develop a plan to revitalize the small, low-income rural town of Fairmead in Madera County, CA; and by NCI to develop a plan for the Arapahoe social services area in Denver, CO.

**The Project Start-up Intensive (NCI):** The project start-up intensive assembles the key project partners (sponsoring organization, local planning agency, NGO's, etc.) to create a shared understanding and approach to the project. A common critical project flaw is conflicting values and approach on the part of the partners. The purpose of the Intensive is to establish a collaborative team approach that will carry the project through the myriad of challenges toward implementation. The one-day workshop starts with a smart growth primer presentation that establishes a common language and reference point for the group. The participants then complete a series of exercises including guiding principles, objectives and measures and stakeholder analysis leading to a project process roadmap. The roadmap charts the major events (charrettes/workshops) and tasks (base data preparation). The participants may at this point choose to include one or several of PLTS tools for their project. These exercises are designed to leverage the commonalities and address the differences in values and approach between the participants. This early process negotiation can significantly reduce costly rework down the line. **Next steps/outcomes:** The results of the Intensive can be seamlessly moved into project implementation. Project roadmap in hand, the project sponsor and partners can move forward to begin the project or gain financing for the next steps. **Past Implementation:** In the fall of 2010 this tool was taught to HUD, EPA, DOT and USDA staff as part of the Inclusive Community Training, conducted by NCI director, Bill Lennertz. It was also used for the Sacramento RT airport extension project in mid- 2010. It is regularly part of the NCI Charrette System Training taught at Harvard and other locations on a regular basis.

**Form Based Code Tool (NCRC):** Form Based Codes (FBC) or Place Based Codes (PBC) are smart growth tools that encourage compact, incremental growth patterns and preserve, restore and generate desirable (existing) growth patterns. FBC/PBC encourages a dynamic/healthy public and civic realm. Emphasis is placed on the public realm, places, and connectivity and generally an FBC/PBC will regulate through building envelope form (rather than use,) street typologies and public space standards. FBC/PBC promotes infill (smart) growth patterns, multi-use, multipurpose places, higher densities, greater walkability and less reliance on the automobile related development. This training tool is deployed as a workshop that involves training in the basic principles of FBCs, model FBCs, steps for developing them. **Next steps/outcomes:** The result is an understanding among the community of this approach to zoning and a scope of work for the modification or redrafting of their zoning ordinance. **Past Implementation:** The tool was developed five years ago, and has been used to influence zoning ordinance changes in Newport VT, Dover NH, Jamestown RI, Lowell MA.



The suite of tools that PLTS has to offer address the full range of needs articulated by EPA and the Partnership for Sustainable Communities: Mix land uses. (SG1); Take advantage of compact building design. (SG2); Create a range of housing opportunities and choices (SG3)/ Promote equitable, affordable housing (PSC2); Create walkable neighborhoods. (SG4); Foster distinctive, attractive communities with a strong sense of place (SG5)/ Value communities and neighborhoods (PSC5); Preserve open space, farmland, natural beauty, and critical environmental areas (SG6); Strengthen and direct development towards existing communities (SG7) / Support existing communities (PSC4); Provide a variety of transportation choices (SG8) / Provide more transportation choices (PSC1); Make development decisions predictable, fair, and cost effective. (SG9); and Encourage community and stakeholder collaboration in development decisions (SG10). The tables on the following page summarizes which principles and what barriers to smart growth each tool addresses as well as the scales at which each is deployed.



													Baseline Information
PPS	Place Audit / Street Audit					x		x		x	x	Lack of constructive community input on or clear articulation of local Issues, Needs Opportunities, and Barriers; Resistance to change; Lack of a community vision for smart growth or sustainability.	site, neighborhood, or corridor
PPS	Power of 10 / PlaceMap	x				x	x	x		x	x	Lack of community feedback on the success of their existing built environment in achieving smart growth. Lack of community feedback in prioritizing locations for sustainability and smart growth improvements.	neighborhood, city, corridor, or region
CNT	Green Infrastructure Valuation Guide and Green Values® National Stormwater Management Calculator	x	x			x	x	x		x	x	Absence of guidance for non-technical users on performance results achievable with green infrastructure; lack of planning-level capital cost estimates comparing green and conventional infrastructure; lack of information on the costs and benefits of managing stormwater with natural systems.	single site or a campus of buildings contained on a single site
CNT	Housing and Transportation (H+T®) Affordability Index	x	x	x	x			x	x	x		Lack of quantitative information about the link between development patterns and transportation costs that illuminate the hidden costs of low-density, car-oriented built environments.	Census Block Group, also aggregated at municipal, township, county, regional, or custom geographies
CNT	TransopolySM	x			x		x	x	x		x	Lack of user-friendly ways to engage the public in developing consensus around transportation investments.	Neighborhood, city or region
CNT/RA	National Transit-Oriented Development Database	x	x	x	x			x	x		x	Absence of readily available, user-friendly socioeconomic and employment data specifically for transit corridors and station areas, which hinders targeted development and benchmarking of TOD.	Neighborhood, city, corridor, or region
RA	Transit-Oriented Development Implementation Typology	x		x	x	x		x	x		x	Lack of clear implementation strategies to create mixed-use, transit supportive places that provide a diversity of housing choices and access to opportunity for all.	Corridor, region, transit district
RA	Mixed-income/equitable TOD Action Guide	x		x		x		x		x		Lack of equitable communities around transit that provide access to a range of housing options for all populations.	Station area, neighborhood, cumulatively: corridor, city, or region
WALC	Civic Engagement for Walkable, Livable Communities	x	x	x	x	x	x	x	x	x	x	Lack of public involvement strategies that truly engage and allow public needs to be heard; Lack of partnerships among agencies and organizations that lead to better integration of land-use and transportation planning.	any
WALC / NCBW	Walkability Audit & Workshop	x	x	x	x	x	x	x	x	x	x	Lack of awareness amongst practitioners and community leaders of the factors that influence walking, how to create environments that support active transportation, and effective ways to phase improvements	Street, neighborhood, corridor
NCBW	Bicycle Master Plan Roadmap	x		x	x	x		x	x	x	x	Lack of a robust bicycle (active, human-powered transportation) network; lack of connectivity; and affordable transportation options; can improve local economic activity.	large, medium and small municipalities or region
NCBW	Safe Routes to School Workshop & Planning Workbook					x	x	x	x	x	x	Lack of coordination of land use and transportation in school siting; lack communication or cooperation between a school district and host city/county; failure to plan for access to schools by non-motorized transportation; Failure to address schools and neighborhoods holistically.	neighborhood, school district, corridor
LGC	Community Image Survey (CIS)	x	x	x	x	x	x	x	x	x	x	Lack of shared or clear vision for future; Uncertainty by policymakers over what residents want; Lack of understanding of design elements that create livable, walkable places	Site, neighborhood, corridor, town
LGC, NCI	Design Workshop / Mini Charrette	x	x	x	x	x	x	x	x	x	x	Local resident opposition to more compact, walkable development; the NIMBY phenomenon.	Site, neighborhood
NCI	Project Start-up Intensive	x				x			x	x	x	Lack of shared mission; conflicting values and approach on the part of the project partners. Lack of a coordinated team approach in project management.	any
CNU	Designing Walkable Urban Thoroughfares	x	x		x				x	x		lack of coordinated federal, state and municipal approaches to designing major streets based on context." for the CNU project	any
NCRC	Form Based Code Tool	x	x	x	x	x	x	x	x	x	x	Conventional zoning or 'Euclidean' codes/ordinances discourage compact development, incremental or infill growth, as well as mixed use / multipurpose destinations that reduce travel distances and VMT	Cities, towns, and other municipalities



## Methodology for Delivering Technical Assistance

As noted, most of the proposed tools will be deployed as part of on-site workshops with the recipient agency. The exact nature of the technical assistance provided to each community will be determined on a case-by-case basis, but will follow the basic approach described below.

**1 – Notification of the recipient community:** Once a community has been selected, a project lead will be selected from the partnership's support staff who is the "best fit" for the community. This person will serve as our lead for communication with a point person designated by the community.

**2 – Conversation with the community to determine need:** Through its project lead, the Partnership will organize a "kickoff call" with representatives from the recipient community (agencies); EPA can participate at its discretion. This call will allow both sides to learn about each other, clarify needs and priorities, and develop starter ideas for the technical assistance.

**3 – Draft technical assistance plan:** Based upon the initial phone call, a technical assistance team of two but no more than four people will be selected and will develop a proposed technical assistance plan. This plan will propose the scope of the technical assistance and suite of tools to be used; an agenda/schedule for the capacity-building workshop(s) that will take place; and an overview of the follow-up deliverables that will be produced or services rendered.

**4 – Finalize technical assistance program and plan workshops:** The draft plan will be vetted and evolved to a final plan in collaboration with the community. An all inclusive range of agencies will be sought to facilitate successful implementation. To leverage the budget as well as build capacity within the community, we will rely on the community to schedule events, gather materials and otherwise adapt the technical assistance to local political, social and related contexts. We will provide advice in scheduling and planning the public engagement component of the technical assistance, including outreach and promotion for the event, selecting a venue, and tailoring the public engagement tools to be used. In some cases, two to three towns, organizations or agencies may co-host the program for maximum regional impact.

**5 – Deliver the technical assistance:** The team from the partnership will arrive on-site the afternoon prior to the workshop to meet with the local community sponsor, and visit the workshop location(s) to determine any final adjustments. Workshops will generally include the following:

- Discussion of smart growth and sustainability principles relevant to the local context and an introduction to the tools that will be used in the workshop, including local or regional examples
- Interactive capacity-building workshops with agency staff and leadership using the tools selected.
- A public meeting or workshop that utilizes one or more of the public engagement tools selected.
- A roundtable discussion on takeaway messages leading to development of an action plan.
- Instruction in the "leave behind tools".
- Establishment of a committee or working group within the community to carry out the next steps.

The use of selected tools will initially assist trainees in identifying strategies, policies, and projects; as this is being done, we will build capacity in the community to use the tools and provide tailored technical assistance to other agencies and organizations to implement positive change. In addition, the workshops will build partnerships between agencies and organizations, engage participants in identifying representative barriers to smart growth and sustainability in the community, facilitate collaboration on potential solutions, and organize members of the community into an action committee to effect change.



**6 – Prepare technical memo:** The partnership will prepare and deliver a technical memo that summarizes findings and observations from the workshop activities; lays out a series of next steps the working group and community should undertake; and offers additional descriptions of best practices that will aid in implementation of the next steps. The technical memo will include recommended next steps and best practices for the working group to prioritize. The next steps may include actions such as updating a specific policy or codes or prioritizing particular projects. In addition to the technical memo, materials used during the technical assistance will be made available to the community in the format that best fits their needs (hard copy, digital files, or online).

## Expected Outputs and Outcomes

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### Outputs

- At least 10 communities assisted during each year of the grant.
- Number of different agencies from the community involved in the technical assistance workshop. Target: at least 3 per community.
- Number of community-based organizations engaged in the technical assistance. Target: at least 2 per community.
- Number of people in attendance at the public workshop portion of the technical assistance. Target: at least 50 per community; may be less for rural communities.
- Establishment of a short-term community action plan as a result of the technical assistance provided.
- Production of an end-of-year report that summarizes each technical assistance effort and provides lessons learned to be incorporated into subsequent years of funding.

### Outcomes

- Incorporation of smart growth and sustainability goals and objectives into regulations, policies, and plans.
- Establishment of performance measures and active tracking of information to evaluate progress toward smart growth and sustainability objectives; targets should address one or more of the following outcomes.
- Increased public involvement and transparency in planning and project development processes.
- Increase in actual and percent of travel / trips by transit or active mode share
- Increase in ROW space designated for active transportation modes or transit, resulting in a more balanced transportation system that supports walking, biking and public transit.
- Increase in the number of transit or transit lines, bicycling and walking paths in the community resulting in improved and less polluting transportation options.
- Reduction in vehicle miles of travel in the community, thus reducing greenhouse gas and other pollutant emissions, lowering commuting costs, decreasing congestion, and improving the health of residents.
- Increase in the percent of new development that is infill or redevelopment over greenfield development, thus reducing the use of open space for development.
- Increase in pervious surface / decrease in impervious surfaces in the community.
- Increased use of sustainable stormwater management practices, thus reducing cost and energy intensity of stormwater management, and reducing surface runoff in the community.
- Establishment of design standards that enhance walkability and other components of active living as well as enhance the environmental performance of infrastructure and buildings in the community.



# Soliciting and Selecting Communities

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## CRITERIA FOR SELECTING COMMUNITIES

The partnership understands that there will potentially be three grantees awarding technical assistance as a result of this RFP. To make best use of available funding and to ease the drain on EPA resources we suggest a shared application process. We also recommend a combined single process for deciding which expertise from within the two to three grantees should be assigned to each of the chosen communities. To streamline the process and limit overhead costs, we recommend an online application.

### ***Approach to reaching a diverse population & working with disadvantaged and rural communities***

To ensure that the communities selected represent a range of community scales and demographics, the application will ask communities to apply under one of five tracks based on their context: (1) Low Resource (of any context, reserved for 30% of assistance/effort); (2) Tribal/Rural (3) Small Town; (4) Suburban/Medium City; (5) Large City. The number and definition of these tracks can be further refined with the EPA. Applicants under tracks one and two will have the opportunity to complete a simplified application form, but must meet the certain indicator criteria including minimum percentage of households at or below the Federal poverty line, percentage of one car or transit-dependent households, or percentage of overweight/obese children and adults.

Providing five tracks through which communities can apply will ensure that a range of types of communities will be selected. By reserving 30% of the "slots" for communities of limited resources, we will successfully provide opportunities for disadvantaged and rural communities that may not have the capacity to provide as thorough applications as communities with more resources. In addition, the partnership will review their initial selections for geographic diversity. The partnership will select no more than two applicants in one year from the same census region of the United States. From year to year, if a region is un/under-represented one year, applicants from that/those regions will be prioritized in the subsequent year.

### ***Selection Criteria***

***Demonstrated/documented interest in Smart Growth:*** Applicants will need to illustrate past and present activities working toward smart growth and sustainability. This technical assistance program is not intended to inspire a community to start from scratch. Instead, we will be looking for communities with a commitment to smart growth and sustainability that are facing a challenge or barrier to moving forward. Applicants will be asked to describe one or more technical issues that they are currently facing in the development of a policy or project, and where the right technical assistance can lead to substantial and meaningful progress. Applicants will also be required to submit a signed letter of support from the appropriate official (City Manager, County Executive, Mayor, Council Person, etc. depending on the community).

***Demonstrated commitment to public engagement:*** The applicant must illustrate a track record of commitment to including all members of their community in planning or development processes. This demonstration of commitment could be expressed in the form of policies on public engagement, past examples or signed commitments from a mayor, council members, or agency heads.

***Magnitude of need:*** Applicants will be asked to describe the nature and magnitude of their smart growth and sustainability needs. The partnership, with EPA, will also develop a set of quantifiable indicators to assess this.

***Demonstration of partnering capability and stakeholder interest:*** The applicant must illustrate that they are willing to work across agencies or departments to improve capacity for smart growth and sustainable change. This should be illustrated via the signed support of at least two separate agencies within the community. In some cases an organizational partner such as a university or local community-based non-profit may be accepted in place of an agency. Support from community-based organizations, the business community, Business Improvement Districts, local Chamber of Commerce, health professionals/medical community, public health



practitioners, etc. will be considered an asset. This can be illustrated in the form of letters of support or commitment for staff/constituents to attend.

***Demonstrated capacity to host a technical assistance team:*** The applicant will need to demonstrate their capacity to utilize the technical assistance by illustrating that: they are committed to staff and key individuals in leadership positions attending the meetings and workshops; they have the means to carry out recommendations that emerge from the technical assistance; the technical assistance has the potential to strengthen existing programs, plans, or ongoing initiatives. Ideally, the TA will inform a comprehensive or focused plan, TIP, HSIP, downtown or neighborhood revitalization plan, shopping center retrofit plan, capital improvement program, school district strategic plan, affordable housing plan, long-range transportation plan or other local/regional planning effort, etc.; and they have facilities to host the technical assistance.

### ***The Application***

***Standard Application (track 2-4):*** Applicants will be asked to submit a description of their request and reason for desiring the technical assistance. In this description, they will be asked to:

- Identify the specific smart growth and sustainability principles they intend to address.
- Complete a form that addresses how they meet each of the selection criteria. This form will be developed by the partnership in consultation with EPA.
- Describe the scale, in terms of political boundaries, approximate population, and geographic extent of the community or area in question.
- Describe the nature of their request and the type of assistance requested (narrative).
- List and describe the agencies/divisions and organizations who will take part in the technical assistance.
- Provide a signed letter of support from an appropriate official (City Manager, County Executive, Mayor, Council Person, etc. depending on the community) and participating agencies.
- Attachments to support the selection criteria listed.

***Modified requirements for low resource communities (track 1):*** A simplified application that takes less than a day to complete. Modifications to the standard requirement will include: A modified, simpler form, and only one signed letter of support from the appropriate official will be required.

## **THE SELECTION PROCESS**

### ***A Streamlined Approach***

The Partnership would like to discuss two different approaches to the community selection process with EPA, if and when we are selected. Creating and sending out a broad solicitation could be used to create a new and open process. It however, would add meaningful administrative costs to this project, particularly if our expectation that the amount of applications received will be substantial; as will the time spent in each municipality on preparing the application. We therefore would like to discuss an alternative where the EPA collaborates with the two or three selected grantees and uses the knowledge that we have collectively gained by working in hundreds of communities over the years, and our judgment to identify a preliminary pool of potential technical assistance locations. The Partnership alone could identify an extensive pool of communities, and we would already know which are likely to meet the criteria for final selection listed above. We know that the EPA has already gone through similar selection processes and likely has its own list of suitable candidates still desiring assistance. The grantees and EPA could then meet to discuss winnowing down the list to final candidates, and then conduct a targeted and streamlined follow-up that would provide the basis for final selection.



### ***The Open Solicitation Option***

If however, we collectively agree to select communities via a broad solicitation, our proposed process is described here. The complete group of applicants will be screened by the PPS coordination team using the form developed for the application. The selection criteria will be given point rankings and each applicant will be assessed on this basis. A select number or percentage of the applicants to be determined by the partnership and EPA based on the number of applicants and what is deemed feasible for the selection committee will be "shortlisted" based on this process. The selection committee will then review the shortlisted candidates in more depth and select the final list based on the selection criteria. An equal number +/- 1 of candidates will be selected from each track. The selections will be reviewed for geographic and demographic diversity, and the next most fitting candidate will be chosen if it is felt that the selected communities do not represent a diverse enough profile.

### ***Outreach***

The primary solicitation should appear on the EPA website and be listed and advertised through the Partnership for Sustainable Communities. Each team member organization would also advertise the solicitation through their existing outreach channels. The members of the team each reach a wide audience of diverse communities throughout the country through their websites, newsletters, and listserves. Additionally, the team will reach out to other national and local organizations to further disseminate the solicitation. Potential national organizations with which we have working relationships and intend to reach out to include: National Association of Realtors; Smart Growth America; FHWA Context Sensitive Solutions website; National Trust for Historic Preservation Main Street Program; American Public Health Association; Centers for Disease Control; and the American Planning Association. Additionally, the team will identify and reach out to state smart-growth organizations and environmental advocacy groups, many of whom are already known to us.

### **TIME REQUIREMENT FOR SOLICITATION AND SELECTION PROCESS**

The open Solicitation and Selection process will involve the following steps and approximate time frames, which can be adjusted and refined with the EPA:

- Refinement of selection criteria and drafting of the RFP (in coordination with EPA): 1 month
- Outreach and solicitation: 6 weeks (1.5 months)
- Selection of Communities: 1.5 months

Total: 4 months. A streamlined selection process as described at the beginning of this section would take significantly less time; the partnership anticipates approximately 2 months.

## **Approach to Tracking and Measuring Project Results**

In addition to the individual assistance provided to each community, the cumulative process of assistance and lessons learned has the potential to benefit both those assisted as a part of the grant, engage them in a larger community of practice in smart growth and sustainability, and benefit additional communities indirectly. At the conclusion of each year of the award, the technical reports will be compiled into a summary report for the EPA. A version of this summary report will also be made available through either the EPA or partnership members' websites to provide interested communities a guidebook and precedent for capacity building and application of the tools. Additionally, the partnership will follow-up with the assisted community 6-9 months after the technical assistance. At this time, each community will be asked to report on progress towards goals, objectives, and next steps laid out during the technical assistance. This will be added to the summary report, although may be submitted as an addendum as follow-up may extend beyond the calendar year of the assistance.



These reports will enable the Community, the EPA and the Partnership to gauge the impact of and progress resulting from each technical assistance program. It will also provide the Partnership and EPA with feedback that will be useful in refining tools and developing future technical assistance. Because the aim of this technical assistance is to build the community's own capacity for change, rather than simply provide targeted training, we also propose to develop one or more ways, in which communities can continue to engage the partnership and each other. This could include establishing a peer-to-peer network among the communities assisted so that they are able to develop their own community of practice. This peer-to-peer network could take any of a number of forms — such as a listserve or social networking site and can benefit from the broad availability of low-cost online networking tools now available. The partnership also proposes maintaining a "Frequently Asked Questions" email or website for selectees during the course of the grant, as a streamlined way to provide feedback to communities as they work to implement plans developed during the technical assistance.







# BUDGET

## Budget Narrative

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The Phases of the budget outlined below reflect our project approach. This Budget reflects a 5-year award that assumes and annual solicitation, selection and delivery of technical assistance. The assumption is that ten communities will be assisted each year. Due to the nature of the grant and the potential desire of the EPA to refine various aspects of the process and to coordinate the work of the potentially three grantees, we offer this budget as a framework and starting point for further discussion and modification in conjunction with the EPA

***Refinement of Selection Criteria and Drafting of the RFP:*** The PPS team will work with the EPA to refine the selection parameters as outlined in this proposal into clear, measurable selection criteria. These criteria will be used to draft the request for applications to communities and application form for the communities to complete, should the open solicitation process be the application procedure be the one the EPA chooses to pursue.

***Solicitation and Outreach:*** PPS will promote and advertise the solicitation for applications through the channels outlined in the project description. Support staff from our partner organizations will be engaged to help promote the solicitation and encourage communities around the US to apply. PPS has also provided an alternative selection procedure to the open solicitation, which we are open to discussing with EPA, and which would impact the budget for this task.

***Selection of Communities:*** The communities will be selected using the process outlined in the project description. PPS has presented two possible solicitation and selection processes to the EPA. This budget reflects the open solicitation. This will entail pre-screening by PPS support staff applying the selection criteria to the application forms from the communities. Once the group of applicants has been shortlisted, the selection committee will convene to make the final selections. The committee will consist of five members: Gary Toth from PPS, a representative from the EPA (should it desire to participate), and three additional members of the partnership (who will rotate annually). Reimbursement for participation in the committee will be capped at committee will correspond and convene via the internet (email and web-conference) or telephone (conference call) in order to avoid travel costs and other additional expenses. This process would need to be discussed and adapted to work for the EPA, their desired level of involvement in the procedure, and to coordinate with other grantees who may be providing technical assistance under this grant. Additionally, the alternative process suggested by PPS could result in less time and thus budget allotted to this task than is reflected in this proposal.

Redacted



***Delivery of Technical Assistance:*** The actual cost of each technical assistance engagement will vary according to the assistance requested by each community. The partnership has considered the variety of technical assistance options that we might provide, and developed a low-end and high-end estimate of costs (see the budget tables on the following pages). These estimates incorporate labor costs of each technical assistance provider, direct expenses for travel and per-diem, as well as small amounts for printing/production of materials. Since hourly rates of the various providers vary, we have used a weighted average value for principle and supporting providers in order to come to example budgets. Additionally, we have checked the resulting assistance budgets against team members' previous experience delivering the tools outlined in the proposal in workshop formats similar to that described in the proposal. We feel that this cost range accurately reflects the successful provision of technical assistance in our tools. Should the EPA desire it, we can provide further detail or a different approach to summarizing the budget for the technical assistance. We have chosen this approach because we feel strongly that, while the tools are standard, in order to be effective, the assistance program will need to be adapted to the individual communities served. The overall budget for the provision of technical assistance applies this average cost to an assumed 10 communities per year, plus a half-day of the project coordinator's time for each engagement.

***Project Tracking and Summary:*** To summarize the achievements and lessons learned from all technical assistance services provided under this contract, supporting staff from each technical assistance team will coordinate with PPS supporting staff to gather and assess the results of each engagement. This will involve collecting the reports from each assistance, as well as performing and summarizing the 6-month follow-up evaluations. PPS support staff will also prepare the annual report for the EPA.

## Budget

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The following pages contain:

- Summary Budget for the overall proposal
- Typical "low-end" and "high-end" budgets for the technical assistance to be provided
- Actual hourly rates of all staff from PPS and subgrantees who may be included in the project



year 1 budget

Phase	Hour	Rate	Hours	Rate	person-hours	avg rate	person-hours	avg rate	person-hours	Hour	Rate	Totals
Refinement of Selection criteria and drafting of RFP												
Solicitation & Outreach												
Selection of Communities												
Delivery of Technical Assistance												
Project tracking & Summary												
Subtotal												
TOTAL: \$105,748												

## subsequent years annual budget

[illegible]

TOTAL 5-year Budget

\$952,680

Redacted











organization	team member	hourly rate
PPS		
CNT		
Reconnecting America		
WALC		
NCBW		
LGC		
NCI		
CNU		
NCRC		
CTE		

Redacted



# SUPPLEMENTAL DOCUMENTATION

## Organization and Staff Profiles and Qualifications

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While the Project for Public Space will be the lead, and take responsibility for the cooperative agreement with the EPA, this proposal is presented by The Partnership for Livable Transportation Solutions (PLTS); a consortium of non-profit organizations. Together, this team offers the EPA expertise/qualifications, staff knowledge, and resources to achieve the goals of the proposed project. This section contains profiles of each organization illustrating their programmatic capability to achieve the project objectives. Following each organization's profile are the qualifications of their staff who will participate in this project. All members of the team are non-profit organizations. Letters of commitment from a representative of each organization are contained in the section: *Leveraging and Partner Commitment*. The organizations are:

### Applicant:

- Project for Public Spaces (PPS)

### Subgrantees:

- the Center for Neighborhood Technology (CNT)
- Reconnecting America
- the Walkable and Livable Communities Institute (WALC)
- National Center for Biking and Walking (NCBW)
- The Local Government (LGC)
- National Charrette Institute (NCI)
- the Congress for New Urbanism (CNU)
- the Newport City Renaissance Corporation (NCRC)
- the Center for Transportation and the Environment (CTE)

We recognize that this is a large team, but these organizations have self-assembled themselves to address the very need that EPA has recognized in issuing this RFP: supporting communities with the desire and commitment to implement smart growth and sustainable change, needing simply knowledge or capacity to move forward. After each annual selection of communities, the selection and advisory committee, consisting of Gary Toth from PPS, a representative from the EPA (should it desire to participate), and three additional members of the partnership (who will rotate annually), will choose the tools and technical assistance providers they feel will best serve each community. This may be further refined in discussion with the EPA or the providers selected. We feel that this organization, along with the teams extensive experience in providing technical assistance and past history of working together, will make for a smooth process that will result in the "best fit" between the needs of the communities and the assistance provided.

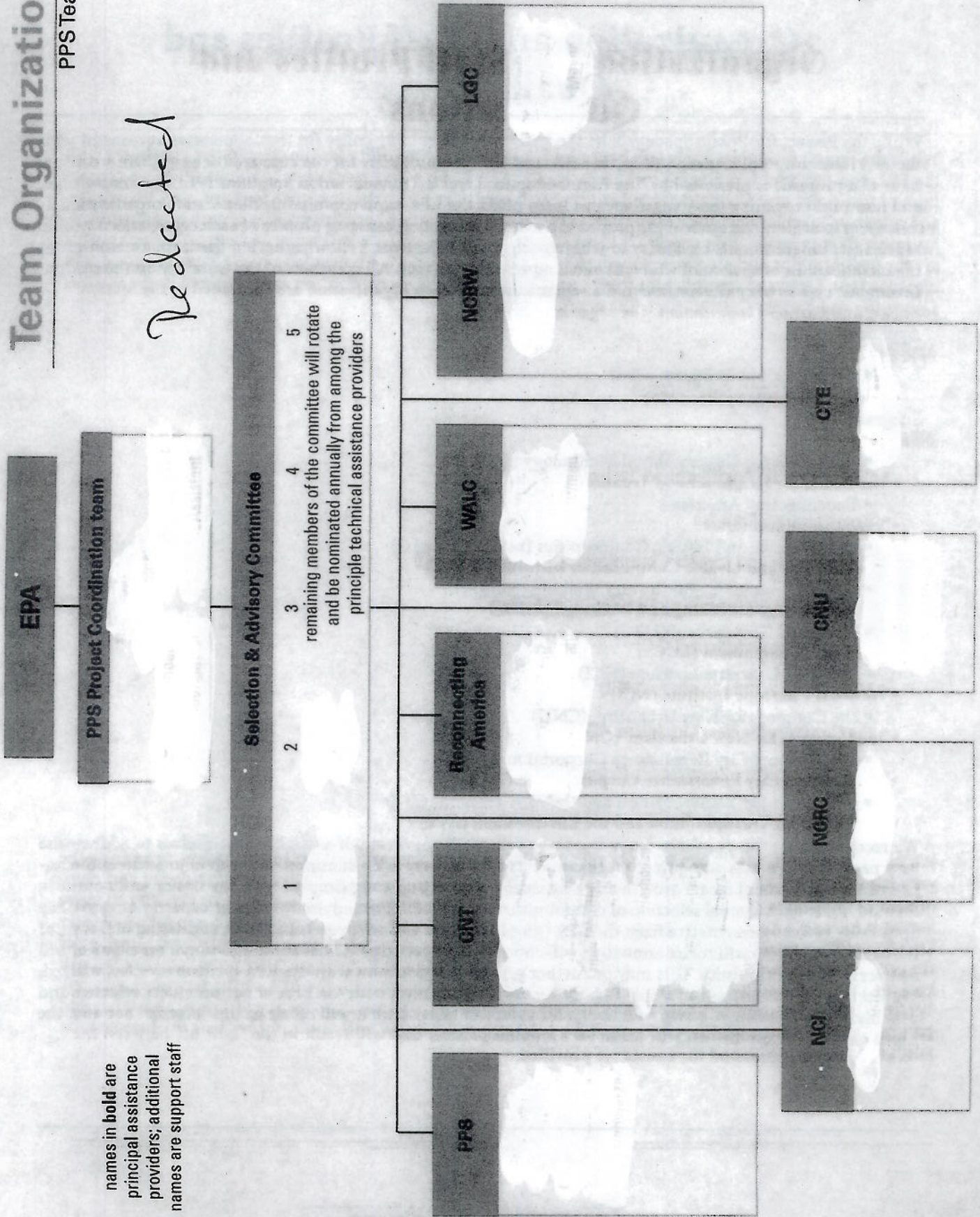


# Team Organization

PPS Team

names in **bold** are  
principal assistance  
providers; additional  
names are support staff

*Redacted*





# Project for Public Spaces (PPS)



[www.pps.org](http://www.pps.org)

*Project for Public Spaces* is a nonprofit, educational and technical assistance organization that facilitates the creation of more livable communities. Since 1975, we have worked in more than 2,500 communities, in 50 US states and 40 countries around the world, helping people to build vital places that build stronger communities, and to create vibrant urban centers that provide alternatives to sprawl. With each community, PPS builds local capacity and pursues systemic change, using our resources, facilitation processes and expertise to overcome obstacles. Project for Public Spaces is a nonprofit organization that facilitates the creation of more livable communities by providing communities with training and technical assistance as well as planning, programming, and design services. Since our founding in 1975, we have worked in more than 2,500 communities, in 50 US states and 40 countries around the world, helping people to build vital places that build stronger, more livable, and more sustainable communities, and to create vibrant centers that provide alternatives to sprawl. With each community, PPS builds local capacity and pursues systemic change, using our tools, resources, facilitation processes and expertise to help communities overcome obstacles.

PPS is recognized for our success in helping communities enhance their unique sense of place, promote active, healthy lifestyles, foster contact between diverse populations, and work towards environmental sustainability. Public and private organizations, federal, state and municipal agencies; business improvement districts; the private sector; neighborhood associations, chambers of commerce and other civic groups have all worked with us to build their communities around successful public spaces.

PPS has broad experience working at the federal, state and local levels. But our core work is facilitating the desire for change at the grassroots level. The grassroots approach helps rebuild lost trust in government, encouraging "customers" to collaborate with government assistance instead of resisting what they perceive is interference in their home rule. By starting with community needs and aspirations, PPS also is able to develop a proactive vision of what people want, through compelling visual presentations and visioning workshops. PPS also can facilitate agency-to-community dialogue to decode agency initiatives and build local demand for Smart Growth tools, strategies, and services.

## *A Placemaking approach to Smart Growth:*

- Brings in new and "unlikely" partners
- Identifies short-term opportunities that are small scale and cost effective
- Leverages existing infrastructure and assets, funding and projects
- Builds community partnerships, grassroots support and capacity for implementation
- Transforms the way we think of the role of our streets, parks, public buildings, farmers markets, and new development.
- Attracts commitment and investment for bold new visions

For its work, PPS draws on the breadth and depth of both our organizational experience as well as the individual expertise of our 25 staff members and additional partners around the globe. We have worked in all 50 states as well as internationally. We are confident that we have the capacity and resources to fulfill the objectives of this award in a timely and efficient manner of a high quality that will bring lasting benefits to both the EPA and the communities served.



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# the Center for Neighborhood Technology (CNT)



[www.cnt.org](http://www.cnt.org)

## History

*The Center for Neighborhood Technology (CNT)* was founded in 1977 under the auspices of the Center for Urban Affairs and Policy Research at Northwestern University and independently incorporated one year later to research, adapt and test new community revitalization strategies applicable to low-income communities. Today, CNT is a creative think-and-do tank that combines rigorous research and analysis with effective actions that offer paths to scale. We have tackled a wide range of issues, always with an eye toward simultaneously improving the environment, strengthening the economy, and advancing equity. Our work, especially in the areas of housing and transportation, energy, natural resources, and climate change, garnered us national attention and a reputation as an economic innovator and leader in the field of creative sustainable development.

## Mission & Programs

CNT's mission is to build more livable and sustainable urban communities. CNT fulfills this mission by developing and applying strategies that make more efficient and effective use of the undervalued resources in and inherent advantages of the built and natural systems that together create the urban environment. CNT views urban areas not as the source of economic and environmental problems, as some believe, but rather a potential solution. Urban areas offer unparalleled efficiencies, social and intellectual capital, economic resources and physical characteristics that can be marshaled and put to better use. These assets, however, often lie dormant—undervalued, underutilized or completely unrecognized by market and institutional structures. Land sits vacant. Infrastructure, both built and natural, is underused. Social capital idles. CNT works to harness these assets, ensuring that the marketplace values them, and that communities and households in need can capture some portion of that value and realize tangible economic benefits.

CNT works across disciplines and issues—including energy, transportation and land use, climate change, and natural resources—and engages in three primary activities:

- **Researching & analyzing urban problems** and developing information resources, including web-based tools, to change how residents, policymakers and market actors understand and act in response to those problems.
- **Designing and operating economic development ventures** to address those problems in innovative ways.
- **Building coalitions** to advocate for public policies that could help solve those problems.

CNT is home to two non-profit affiliates:

- **CNT Energy**, which develops innovative new initiatives to help consumers and communities control energy costs and reduce energy use.
- **I-GOSM**, a membership-based car sharing organization that provides hourly rental of a fleet of cars located across Chicago and, increasingly, its suburbs.

CNT has a strong reputation as a leader in promoting urban sustainability—the more effective use of existing resources and community assets to improve the health of natural systems and the wealth of people, today and in the future. CNT is a recipient of the 2009 MacArthur Award for Creative and Effective Institutions.



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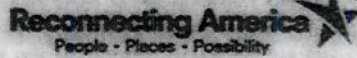
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# Reconnecting America



<http://www.reconnectingamerica.org/>

Founded in 2002, *Reconnecting America* works to create better communities – places where transportation choices make it easy to get from place to place, where businesses flourish, and where people from all walks of life can afford to live, work and visit. Reconnecting America not only develops research and advocates for public policy, but we also build on-the-ground partnerships and convene the players necessary to accelerate decision-making. Through the CTOD partnership, Reconnecting America has been engaged in efforts to identify effective mixed-income TOD strategies nationally and in regional tools and strategies in the San Francisco Bay Area, Denver, the Twin Cities, and Los Angeles.

## *Project Experience:*

- Portland Metro TOD Strategic Plan
- Central Corridor Investment Framework
- Creating Successful Transit-Oriented Districts in Los Angeles: A Citywide Toolkit for Achieving Regional Goals

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# the Walkable and Livable Communities Institute (WALC)

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[www.walklive.org](http://www.walklive.org) and [www.walkable.org](http://www.walkable.org)

*The WALC Institute* is a non-profit organization based in Port Townsend, Washington, that focuses on helping cities and towns throughout North America become more walkable, bicycle-friendly, sustainable, socially engaged, vibrant and welcoming places by improving the built form. Dan Burden, executive director, has more than 35 years of experience helping create livable communities through a focus on non-motorized transportation.

Dan and the Institute's team members work with communities to assist in visioning, civic engagement and town-making. Technical assistance to communities has included educational programs to build a shared understanding of the importance of livability and successful tools to improve it; communications plans and outreach strategies to foster civic engagement in support of walkability and livability; training for technical practitioners; and assessing the built environment and addressing problematic design.

The Institute encourages an approach that places the human being at the center of design objectives and properly scales development to create places where people feel comfortable walking and biking and where they can utilize active transportation to meet their daily needs. Additionally, the Institute works with communities to provide a common vocabulary, understanding and appreciation for building healthy, sustainable, livable, walkable communities with a focus on active transportation and Smart Growth. The Institute guides participants in setting visionary, yet pragmatic, community-building goals.

In 2010, the WALC Institute provided \$600,000 in services to federal, state and local agencies, organizations and municipalities. All projects were completed on time, on budget and to the satisfaction of the project team. Additionally, in 2010, the WALC Institute donated \$131,000 in in-kind service donations to communities and raised \$135,000 for Port Townsend and Douglas, MI through voluntary grant-writing assistance.

Dan and the Institute's team members have assisted nearly 4,000 communities throughout North America and the world in their efforts to become more walkable and livable.

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# National Center for Biking and Walking (NCBW)



<http://www.bikewalk.org/>

*The National Center for Bicycling & Walking* was established as a 501(C) (3) organization in 1977 (as the Bicycle Federation of America). NCBW's mission is to create bicycle-friendly and walkable communities. At the invite of state, regional and local governments (i.e. DOTs, MPOs, health departments, environmental commissions and agencies) NCBW works to change the way communities are planned, designed and managed to ensure that people of all ages and abilities can walk and bike safely, easily and regularly. We recognize that the changes needed to make communities more physically active places will be achieved only through sustained action at the local level supported by sound and sustainable environmental practices; a belief in the necessity of public and private involvement and transparency in the planning process; and the conviction that a balanced transportation system increases affordable transportation and housing choices, makes for healthier individuals and communities, and strengthens the national economy.

NCBW works collaboratively with bicycle and pedestrian advocates and professionals, transportation engineers and planners, elected officials, public health specialists and health insurance companies, foundations, proponents of smart growth policies, civic groups, and others to develop and distribute easy-to-use information, training, tools, and technical assistance to promote traditional neighborhood design, active transportation, and sustainable community policy. NCBW has served as a national program office for the Robert Wood Johnson Foundation to reverse childhood obesity through active and healthy living programs. With RWJF's support we developed and manage the Active Living Resource Center with a focus on bringing programs, resources and technical assistance to low income communities of color.

NCBW staff represent the interests of advocates and pedestrians in all of the aforementioned disciplines on a number of federal and state level review groups, boards and special task forces including the FHWA Pedestrian Safety Program Strategic Plan; the National Review Group for the National Center for Safe Routes to School; the America Bikes Board of Directors; the Partnership for Livable Transportation Solutions; International review committee for WALK21.

NCBW has worked with MPOs across the country and in the last five years have collaborated extensively with MPOs, RPCs, foundations and local advocates throughout the southeastern United States to resolve health disparities and environmental justice issues that are a byproduct of auto-centric land use decisions.

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# The Local Government Commission (LGC)



<http://www.lgc.org/>

*The Local Government Commission (LGC)* is a 30-year old non-profit, non-partisan, membership organization of local elected officials, local government staff and community leaders. Our membership is primarily from California, with a smaller percentage from other states. LGC began working on smart growth/sustainable development in 1991 with development of *The Ahwahnee Principles for Resource-Efficient Communities*. These 19 principles form a nationally-recognized set of local and regional land use, transportation and community design policies that give cities and counties a tool for planning growth that avoids the multiple problems of current sprawl development patterns. The Principles advocate building walkable neighborhoods that provide a mix of uses and housing types within walking distance of transit.

Since 1992, the LGC has organized over 250 small and large conferences; produced numerous guidebooks, pamphlets, videos and slide shows on creating walkable, mixed-use neighborhoods; developed a cutting-edge set of economic development principles; built a national resource center on land use and transportation issues called the Center for Livable Communities; and published a national newsletter (*Livable Places Update*). Since 2001, through a cooperative agreement with the U.S. EPA, the LGC has been the organizer of the New Partners for Smart Growth conference, the largest national multidisciplinary conference on creating healthy, livable, safe communities. The conference typically brings together over 1,500 elected officials, community leaders, planners, architects, public health officials, developers, environmentalists, and others for three days of discussions on how to implement smart growth policies.

The LGC has been helping local jurisdictions implement Smart Growth for close to 20 years. In 1994 the LGC published a guidebook on "Participation Tools for Better Land Use Planning" and developed the Community Image Survey (CIS), a visual preference survey, to assist in the process. The LGC has since developed over 25 CIS's for cities and counties in California. In 1999, LGC developed the Compact Development Compact Disk (CD<sup>2</sup>), a CD with presentations and case studies on higher density housing and participatory tools like the "Guess the Density" game. Since 1996, LGC also prepared guidebooks and fact sheets on infill and transit-oriented development, walkable street design, traffic calming, smart growth and form-based codes, health and community design, safe, crime-free neighborhoods and working with emergency responders.

Since 2000 the LGC has provided direct technical assistance to local jurisdictions by conducting community design charrettes in over 40 cities and counties across the state. The charrettes typically involve a series of workshops, walkability assessments and participatory exercises aimed at helping communities develop visions and plans to create safer, more walkable, bicycle-friendly places. LGC typically partners with the local jurisdiction to write a proposal for funding (typically for the California Department of Transportation's Environmental Justice or Community-Based Transportation Planning grants), manages the project, contracts with technical experts, organizes and facilitates workshops and walkability audits and writes a final report and plan. Recent projects include a Pedestrian Plan for the City of Richmond, CA; a plan for Highway 1 north of Half Moon Bay in San Mateo County; plans for revitalizing the Chinatown neighborhood in Salinas, CA, and plans for improving walking and bicycling in the cities of Baldwin Park, CA and Coachella, CA.

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# National Charrette Institute (NCI)

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## NCI

<http://www.charretteinstitute.org/>

The *National Charrette Institute* (NCI) is an IRS 501(c)(3) nonprofit educational institution. We teach professionals and community leaders the NCI Charrette System™, a design-based, accelerated, collaborative project management system that harnesses the talents and energies of all interested parties to create and support a feasible plan. In addition to training, we advance the fields of community planning and public involvement through research and publications.

### BILL LENNERTZ, AIA

**Bill Lennertz**, Executive Director of the *National Charrette Institute*, is a leading NCI charrette facilitator and educator. First as Director of the Duany Plater-Zyberk & Company (DPZ) Boston office, and then as a partner with Lennertz Coyle & Associates, Bill has directed over 150 charrettes. As a registered architect, a master urban designer, and a charter member of the Congress for the New Urbanism, Bill has led numerous successful charrette teams and passes this knowledge and experience to his students. Bill co-developed and teaches the NCI Charrette System™, the first structured approach to design-based collaborative community planning. Since 2001 he has trained top staff from various organizations including the US EPA, US General Services Administration, Parsons Brinckerhoff as well as public planning agencies nationally. Bill is co-author of *The Charrette Handbook* published by the APA. He received his Masters of Architecture in Urban Design from Harvard University where he annually teaches the NCI Charrette System™ certificate course.

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# Congress for the New Urbanism (CNU)



[www.cnu.org/initiatives](http://www.cnu.org/initiatives)

## History, Mission, and Impact

In 1993, a group of enthusiastic architects established CNU after working for years to create buildings, neighborhoods, and regions that provide a high quality of life for all residents while protecting the natural environment. Three years later in 1996, CNU members ratified the Charter of the New Urbanism as the movement's guiding document. The Charter outlines principles for building better communities from the scale of the region down to the block. CNU brings the Charter to life through its annual Charter Awards program, which celebrates the best work of professionals and students applying the principles of the Charter at the various scales of development in locations throughout the world.

Since the Charter's creation, CNU members have used the principles in this seminal document to raise awareness of and bring into practice the hallmarks of New Urbanism, including:

- Livable streets arranged in compact, walkable blocks.
- A range of housing choices to serve people of diverse ages and income levels.
- Schools, stores, and other nearby destinations reachable by walking, bicycling, or transit service.
- An affirming, human-scaled public realm where appropriately designed buildings define and enliven streets and other public spaces.
- The collection of these neighborhoods make whole regions more livable, coherent, and sustainable.

As its mission, CNU advocates for the restructuring of public policy and development practices to support the restoration of existing urban centers and towns within coherent metropolitan regions. CNU and its diverse membership of design professionals, public officials, and developers stand for the reconfiguration of sprawling suburbs into communities of real neighborhoods and diverse districts, the conservation of natural environments, and the preservation of our built legacy.

The name Congress for the New Urbanism derives from CNU's annual Congress, a gathering that brings together professionals of every field related to the built environment. At Congresses, architects, landscape architects, planners, engineers, real estate agents and developers, lawyers, government officials, educators, citizen activists, and students engage in high-level discussions related to the health and vitality of regions, towns, and neighborhoods. In 1993, CNU held its inaugural Congress, which attracted 170 attendees and demonstrated that the issues of urbanism were important, if not widely discussed. Since the first Congress, this annual event has continued to provide professionals a space to identify barriers to urbanism, draft solutions, and collaborate with decision-makers to implement reform.

Over the past 18 years, CNU and its annual Congresses have changed the development industry. Today, there is a growing demand for urbanism among consumers and a wider appreciation of its environmental benefits due in large part to the changes in policy, reforms in professional standards, and, most importantly, the creation of beautiful towns and neighborhoods. At this year's Congress, CNU 18, over 1,400 participants heard the U.S. Secretary for Housing and Urban Development (HUD) announce that key new urbanist principles and techniques would be used as criteria for HUD's grant-making decisions. CNU is at the forefront of sustainable development, and to deal with today's biggest challenges, the nation's leaders call on our members for their expertise.



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# The Newport City Renaissance Corporation (NCRC)

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## The Center for Transportation and the Environment (CTE)

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# PROGRAMMATIC CAPABILITY AND PAST PERFORMANCE

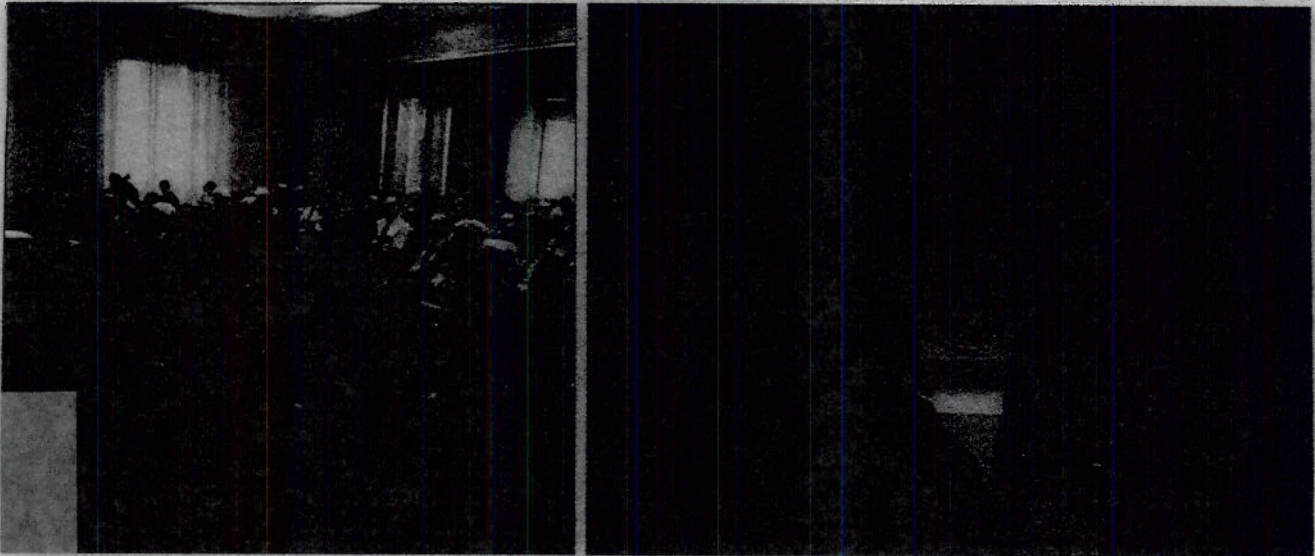
## Programmatic Capability and Past Performance

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This section contains the Profiles of five projects, which illustrate our past experience and programmatic capability to achieve the objectives of the proposed project in the timeframe described. Details on our organizational experience as well as our staff expertise/qualifications, staff knowledge, and resources or the ability to obtain them to successfully achieve the goals of the proposed project, are addressed in the previous section: Organization and Staff Profiles and Qualifications. Complete information on our plan for timely and successfully achieving the objectives of the proposed project can be found in the project narrative.

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## Building Communities Around Transit in the Tappan Zee Bridge Corridor

Westchester and Rockland  
Counties, New York  
(2009-Present)

### Client

New York State Department of  
Transportation (NYSDOT)

### Challenge

One of the most vital transportation links in the New York metropolitan region, the Tappan Zee Bridge is due for a major upgrade to satisfy growing travel demands. New York State Department of Transportation (NYSDOT), New York State Thruway Authority and MTA Metro-North Railroad are working together to plan a new bridge that includes exciting possibilities for transit that will better meet the needs of Rockland and Westchester County communities along the I-287/I-87 corridor. This project is a terrific opportunity for communities to plan responsibly for future growth around transit and maximize the economic benefits of increased housing and transportation choices, as well as create jobs and improve overall quality of life.

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**PPS**  
PROJECT FOR  
PUBLIC  
SPACES

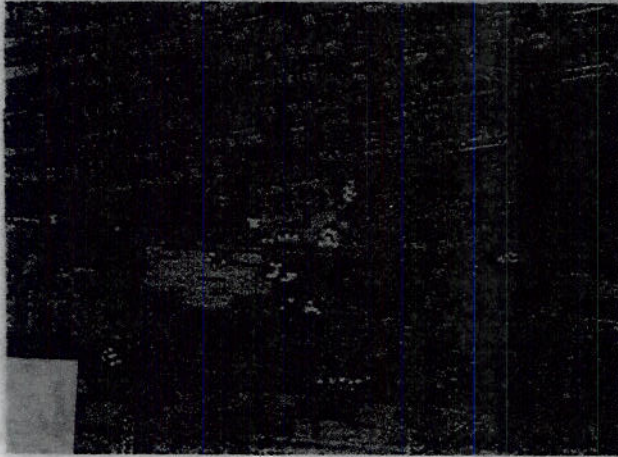


700 Broadway  
Fourth Floor  
New York, NY, 10003  
212.620.5660  
[www.pps.org](http://www.pps.org)



## Destination Mapping

...find your way and mark the journey



Left: One of the tools used in the study: Destination Mapping Right: PPS staff explain the walk-it audit to community members in Brooklyn, NY.

# Developing Public Participation Tools in Transit Dependent Communities

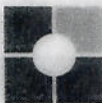
Brooklyn, NY and  
Los Angeles, CA (2008-2011)

## Challenge

Engaging minority, non-English speaking, and low-income communities in transportation planning represents an enormous challenge for planners, designers, and government agencies. Low-income constituencies, more dependent on walking, biking, and using transit than other population sub-groups, do not often get the opportunity to articulate how their community's transportation infrastructure could be enhanced to better meet their needs.

Client  
Federal Transit Administration

PPS  
PROJECT FOR  
PUBLIC  
SPACES



700 Broadway,  
Fourth Floor  
New York, NY, 10003  
212.620.5660  
[www.pps.org](http://www.pps.org)





## Overview of CSS Champions Technical Assistance Program

Denver, CO, New Mexico,  
Brunswick, ME and Delaware  
(2011)

The CSS Champions Technical Assistance Program is a partnership between the Federal Highway Administration and Project for Public Spaces to deliver critical Context Sensitive Solutions technical assistance to communities in varying contexts across the country. At each project, PPS and FHWA bring in additional renowned subject matter experts, and engage key stakeholders, including municipal staff, community members, and private-sector interests.

*Redacted*





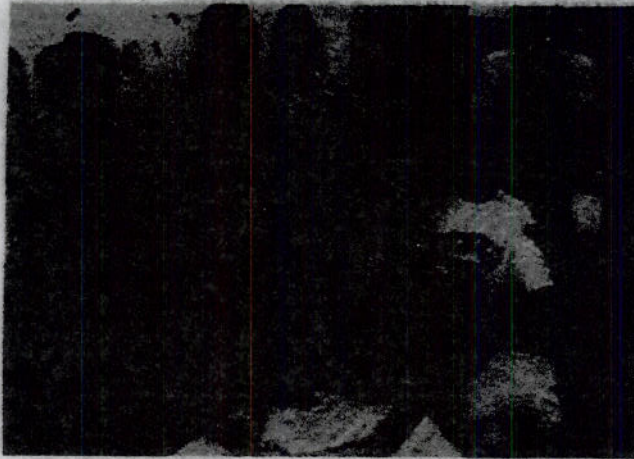
## South Bend, Indiana, Transopoly™ Application Summary Report

South Bend, Indiana (2008)

*Redacted*







## Walkable and Livable Communities Institute Active Living Workshop Tool – Environmental Protection Agency

*Redacted*

The Walkable and Livable Communities Institute has developed a module for an Active Living Workshop that engages communities in making their streets and neighborhoods more walkable, livable, healthy and sustainable. The goal of the workshop and related events is to build capacity by promoting a shared language amongst residents, government staff and elected officials; illustrate through examples and audits how walkability and livability benefit a community and how they can be achieved; and inspire each participant to become involved in the movement toward active living. The project focuses on building healthy communities by applying the principles of active transportation, Smart Growth and Complete Streets.

The active living workshop is a one-day event that includes an educational presentation, a partnership-building exercise, a walking audit, a visioning and design session and an optional community-wide or stakeholder presentation. The objectives are to help participants recognize how planning and design influence community-building; give participants an expanded toolkit to draw from to build healthier neighborhoods; and help them understand how sustainable transportation and land-use patterns work together.

During the walking audit, the WALC Institute team will assess specific areas – to be determined in advance in cooperation with the project coordinator and local representatives – to identify conditions that affect active living, social connectivity and access to daily needs.

### Sample Workshop Agenda

- 9:00 am: Course Begins – Principles & Practices
- 10:30 am: Break – 15 minutes
- 10:45 am: Course Continues - Walking Audit
- 12:-1:00pm: Lunch Reception
- 1:30-3:30pm: Presentation w/ Roundtable Discussion
- 6:00-7:30pm: Evening Public Presentation (optional)





# Leveraging and Partner Participation

## LEVERAGED FUNDS AND COMPLEMENTARY ACTIVITIES

*Redacted*

*Redacted*



March 24, 2011



Mr. Gary Toth  
Project for Public Spaces  
700 Broadway, Fourth Floor  
New York, NY 10003

Dear Mr. Toth,

Please accept this letter as confirmation that the Center for Neighborhood Technology (CNT) is committing to participate as a member of the Partnership for Livable Transportation Solutions (PLTS), led by the Project for Public Spaces (PPS), to deliver technical assistance services related to smart growth and sustainable development under Funding Opportunity Number EPA-OP-OSC-11-01 ("Technical Assistance to Build More Sustainable Communities").

CNT's anticipated role in this project is to confer with PPS on formulating a plan and schedule for technical assistance delivery to communities that have been selected to receive these services under this grant program, and to directly deliver technical assistance in the form of workshops, written materials and/or data in communities whose scope of requested work in a winning application encompasses tools that have been developed by CNT.

Sincerely,

A handwritten signature in black ink, appearing to read "Kathryn Tholin", is written over a horizontal line.

Kathryn Tholin  
Chief Executive Officer





March 23, 2011

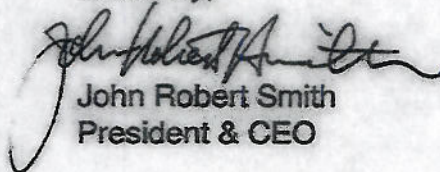
Gary Toth  
Senior Director, Transportation Initiatives  
Project for Public Spaces  
700 Broadway, Fourth Floor  
New York, NY 10003

RE: Technical Assistance to Build More Sustainable Communities, Request for  
Proposals (RFP), FUNDING OPPORTUNITY NUMBER: EPA-OP-OSC-11-01

Dear Gary,

This letter is to confirm our partnership in the Partnership for Livable Transportation Solutions (PLTS) and the proposal led by Project for Public Spaces for the Environmental Protection Agency's Technical Assistance to Build More Sustainable Communities. Reconnecting America, a 501(c)(3) nonprofit organization, is pleased to partner with PPS to deliver technical assistance to communities, with a focus on transit and transit-oriented development issues. We look forward to continuing our ongoing partnering through this project.

Sincerely,



John Robert Smith  
President & CEO

[www.reconnectingamerica.org](http://www.reconnectingamerica.org)

1707 L Street, N.W.  
Suite 210  
Washington, D.C. 20036

T 202.429.6990  
F 202.315.3508

436 14th Street  
Suite 1005  
Oakland, CA 94612

T 510.268.8602  
F 510.268.8673

899 Logan Street  
Suite 300  
Denver, CO 80203

T 303.861.1420  
F 303.573.1574





## The Walkable and Livable Communities Institute

March 24, 2011

Gary Toth  
Senior Director, Transportation Initiatives  
Project for Public Spaces  
700 Broadway, 4th floor  
New York, NY 10003

RE: EPA Sustainable Communities Request for Proposals

Dear Gary,

This letter expresses our commitment to serve on the Project for Public Spaces team for the EPA Sustainable Communities Request for Proposals. Dan Burden, Kelly Morphy and Sarah Bowman of the WALC Institute will serve the communities and their expertise will be focused on delivering the Walkability Workshop and the Civic Engagement Tools.

The WALC Institute is a non-profit organization focused on helping cities throughout the world become more walkable, bicycle friendly, sustainable, socially engaged, and welcoming places by improving the built form. Dan Burden, Executive Director, has more than 35 years of experience helping create livable communities with a focus on active transportation and civic engagement. The WALC Institute has filed Form 1023 with the IRS and we are awaiting designation of 501c3 status.

Sincerely,

Sarah Bowman  
General Manager





March 23, 2011

Subject: USEPA Request for Grant Proposals, Technical Assistance Programs for Sustainable Communities

The National Center for Bicycling & Walking is affirming their interest and commitment to the Partnership for Livable Transportation Solutions (PLTS). We are also affirming our interest in and commitment to the proposal that is being submitted to the Environmental Protection Agency by the Projects for Public Spaces on behalf of PLTS to provide technical assistance for sustainable communities. NCBW participated in the drafting of the proposal and is fully committed to the successful execution of the products and services detailed in the proposal.

The National Center for Bicycling & Walking is a 501(c) 3 corporation established in 1977. The mission of NCBW is to create bicycle-friendly and walkable communities. Our actions are guided by sound and sustainable environmental practices; a belief in the necessity of public involvement and transparency in the planning process; and the conviction that a balanced transportation system is more equitable and makes for healthier individuals and communities, and a stronger national economy.

Sincerely,  
Sharon Z. Roerty  
Sharon Z. Roerty, AICP/PP  
Executive Director  
National Center for Bicycling & Walking  
sharon@bikewalk.org  
973.378.3137

Visit [www.bikewalk.org](http://www.bikewalk.org) and the Active Living Resource Center [www.activelivingresources.org](http://www.activelivingresources.org)  
Our mission is to create bicycle-friendly and walkable communities





## Local Government Commission

1303 J Street • Suite 250 • Sacramento, CA 95814 • (916) 448-1198

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**Councilmember Jake Mackenzie**  
Vice-Chair, Government Relations  
City of Rohnert Park

**Councilmember Pam O'Connor**  
Secretary/Treasurer  
City of Santa Monica

**Vice Mayor Christina Billeci**  
City of Marysville

**Councilmember Brian Brennan**  
City of Ventura

**Councilmember Dominic Farinha**  
City of Patterson

**Supervisor Mary Jane Griego**  
County of Yuba

**Mayor Jon Harrison**  
City of Redlands

**Mayor Jennifer Hosterman**  
City of Pleasanton

**Deputy Mayor Maggie Houlihan**  
City of Encinitas

**Supervisor Jane Parker**  
County of Monterey

**Vice Mayor Alex Stillman**  
City of Arcata

**Executive Director**  
Judith A. Corbett

Gary Toth

Senior Director, Transportation Initiatives

Project for Public Spaces

700 Broadway, 4<sup>th</sup> floor

New York, NY 10003

Dear Gary:

This letter is to confirm our participation in the Partnership for Livable Transportation Solutions (PLTS) and the proposal led by Project for Public Spaces for the Environmental Protection Agency's Technical Assistance to Build More Sustainable Communities. The Local Government Commission (LGC), a 501(c)(3) nonprofit organization, is pleased to partner with PPS to deliver technical assistance to communities.

As you know, LGC has been working to create more livable, sustainable communities since the early 1990s. We've developed guide books and fact sheets for local government leaders on a wide range of issues including infill and transit-oriented development, public participation in the planning process, walkable street design, traffic calming, health and the built environment, and energy- and water-efficient development. Since 1999 we've also provided a wide range of technical assistance to over 100 local jurisdictions and tribes. Assistance has included half-day to one-day visioning, design, walkable communities and Safe Routes to School workshops, development of Community Image Surveys, 3-day mini charrettes and over 40 week-long design charrettes.

We look forward to working with Project for Public Spaces on this important effort.

Sincerely,

Paul Zykofsky, AICP  
Associate Director





March 24, 2011

Gary Toth  
Senior Director, Transportation Initiatives  
Project for Public Spaces  
700 Broadway, 4th floor  
New York, NY 10003

RE: Technical Assistance to Build More Sustainable Communities, Request for  
Proposals (RFP), FUNDING OPPORTUNITY NUMBER: EPA-OP-OSC-11-01

Dear Gary,

This letter is to confirm our partnership in the Partnership for Livable Transportation Solutions (PLTS) and the proposal led by Project for Public Spaces (PPS) for the Environmental Protection Agency's Technical Assistance to Build More Sustainable Communities. The National Charrette Institute, a 501(c)(3) nonprofit organization, is pleased to partner with PPS to deliver technical assistance to communities, with a focus on collaborative planning tools.

Best regards,

A handwritten signature in black ink, appearing to read "Bill Lennertz", with a stylized flourish at the end.

Bill Lennertz  
Executive Director



# CNU

CONGRESS FOR THE NEW URBANISM

140 S. Dearborn St.  
Suite 404  
Chicago, IL 60603

312.551.7300  
312.346.3323 fax

[cnu.org](http://cnu.org)

March 24, 2011

Gary Toth  
Senior Director, Transportation Initiatives  
Project for Public Spaces  
700 Broadway, 4<sup>th</sup> floor  
New York, NY 10003

Dear Gary:

This letter is to confirm our partnership in the Partnership for Livable Transportation Solutions (PLTS) and the proposal led by Project for Public Spaces for the Environmental Protection Agency's Technical Assistance to Build More Sustainable Communities. The Congress for the New Urbanism, a 501(c)3 nonprofit organization, is pleased to partner with PPS to deliver technical assistance to communities. CNU will participate in the project by providing trainings on the CNU/ITE (Institute of Traffic Engineers) Designing Walkable Urban Thoroughfares manual.

CNU along with its partners, the ITE, Federal Highway Administration, and Environmental Protection Agency, released the *Designing Walkable Urban Thoroughfares: A Context Sensitive Approach* manual in 2010. The manual represents the first set of national guidelines for context sensitive transportation design. CNU and its partners developed the manual in response to widespread interest from the transportation community to improve mobility choices and community character. Since 2006 when the manual's first draft was published, CNU has conducted trainings for public works officials. Attendance and demand for these workshops have far exceeded our expectations. By conducting further trainings on the manual CNU sees an opportunity to continue to educate local agencies on how to create walkable urban thoroughfares using the manual.

CNU has made great strides toward advancing transportation reform. Through our efforts at creating sustainable networks, converting highways to boulevards and working with emergency responders to make streets safer, CNU brings a holistic approach to community building. The *Designing Walkable Urban Thoroughfares Manual* advances the successful use of context-sensitive solutions (CSS) in the planning and design of major urban thoroughfares. Trainings on the manual will provide guidance and demonstrate how context-sensitive design principles and techniques can be applied where community objectives support New Urbanism and smart growth. The trainings will illustrate how to create walkable and connected neighborhoods, foster mixed-land uses, and develop streets that enhance access for pedestrians and bicyclists.



**CTE**

**The Center for Transportation and the Environment**  
North Carolina State University

Leigh Lane  
Senior Research Associate  
Center for Transportation and the Environment  
North Carolina State University  
Centennial Campus, Box 8601  
Raleigh, NC 27695-8601

March 26, 2011

Gary Toth  
Senior Director, Transportation Initiatives  
Project for Public Spaces  
700 Broadway, 4<sup>th</sup> floor  
New York, NY 10003

CTE is funded by

USDOT and NCDOT

through The Institute for

Transportation Research

and Education at North

Carolina State University.

Dear Gary:

This letter is to confirm our partnership in the Partnership for Livable Transportation Solutions (PLTS) and the proposal led by Project for Public Spaces for the Environmental Protection Agency's Technical Assistance to Build More Sustainable Communities. The Center for Transportation and the Environment (CTE) at North Carolina State University, a University Transportation Center, is pleased to partner with PPS to deliver technical assistance to communities.

Sincerely,

Leigh Blackmon  
Senior Research Associate



**Anne T. and Robert M. Bass Foundation**  
201 Main Street  
Fort Worth, Texas 76102  
817/390-8500

*Redacted*



